CHALLENGES OF STRATEGY IMPLEMENTATION

IN CONFLICT ZONES: THE CASE OF NON- GOVERNMENTAL ORGANISATIONS IN SOMALIA

BENEDICT KEYA

D61/76531/2012

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS,

UNIVERSITY OF NAIROBI

NOVEMBER 2016

DECLARATION

This research project is my original work and has not previously been submitted to any other university, college or institution of higher learning in order to obtain an academic qualification.

Signed…………………………………………………...Date………………….

Benedict Keya

D61/76531/2012

This research project has been submitted for examination with my approval as a University Supervisor.

Signed…………………………………………………...Date………………….

Dr. Kennedy Ogollah

Supervisor

Department of Business Administration

School of Business, University of Nairobi.

DEDICATION

I dedicate this research work to my family and all those who have supported me in one way or the other throughout my life.

ACKNOWLEDGEMENT

I give thanks to God for His grace. I also express my appreciation to my supervisor, Dr. Kennedy Ogollah for his professional guidance and motivation throughout the project work. I also give thanks to all those who believed in my abilities for their moral support and prayers.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

BSC   Balance Score Card

NGO's   Non-Governmental Organisations

ABSTRACT

Somalia has experienced civil war for over two decades with devastating results to the economy because of the state failure that accompanied the country's civil war. However, there exists a vibrant NGO sector in Somalia especially since the country is almost totally dependent on foreign assistance. This study sought to find out what challenges NGOs in Somalia encounter when implementing their strategies. The study targeted NGOs operating in Somalia. A cross sectional survey was undertaken. The study used simple questionnaires to collect the relevant data. The questionnaires targeted the NGO's Senior and middle level managers. A descriptive analysis was used to analyze the data that was collected. The results of the study identified inadequate funding as the main factor that frequently poses a challenge to strategy implementation by NGOs operating in Somalia. Other factors identified by the study that occasionally pose challenges to strategy implementation include civil war and terrorism, environmental uncertainty, unrealistic time frames to implement the strategy, employee turnover and lack of a proper regulatory framework. In addition, lack of capacity by employees, lack of commitment by stakeholders and resistance to change by employees were among other factors that were identified as infrequently impeding strategy implementation. The study concluded that strategy implementation is affected by factors found in an organisation's environment whether internal or external. An organisation's internal environment can give it an advantage over its competitors but if not managed well may hinder strategy implementation. On the other hand, the external environment is more uncertain and can likewise significantly impede strategy implementation. The study through its findings recommended that Non-Governmental Organisations operating in Somalia should give close attention to the identified challenges especially during the strategy formulation and implementation phases.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Having a properly formulated strategy in mind is not the same as executing it. Very few strategic considerations make it into the real organizational operations. Indeed, the biggest challenge in strategic change is the phase after planning. According to Olson, Slater and Hult (2012), organizations may invest heavily in the formulation of a strategy but very little of it may end up being successfully implemented. Without proper and successful implementation, even the most superior strategy is useless (Aaltonen & Ikavalko, 2010). The difficult part is not formulating the strategy but rather implementing it (Sterling 2009).

Strategy implementation is informed by various theories. This study is founded on the Resource Based Theory as well as the Contingency Approach Theory. According to Ainuddin et al. (2007) the Resource Based Theory states that a firms' competitive advantage is obtained the firm's internal resources and not their positioning in their external environment. According to the contingency Theory, there is no specific or approach to manage organisations and hence, organisations should devise managerial strategies based on specific scenarios that they are undergoing whether internal or external (Lynch 2009). These two theories best inform strategic management challenges since they focus on both the internal and external environment that may affect strategy implementation.

Somalia has experienced civil war for over two decades. This has led to devastating results to the economy because of the state failure that accompanied the country's civil war (Abdilahi, 2005). Due to civil war, famine as well as a volatile political environment, Somalia is largely a failed state. It does not have proper institutions and

lacks policies that are necessary to facilitate meaningful economic progress. Consequently, most of its people are living in abject poverty (Abdi and Johnson 2014). Despite all this, organizations have continued to exist in Somalia. There is a vibrant NGO sector that continues to exist especially since the country is almost entirely dependent on foreign assistance (Branczik, 2015).

NGO's in Somalia face unique challenges arising from the long state of war in the country such as lack of physical security in most parts of the country, lack of trained manpower, and the absence of a regulatory frame work to enforce rules and regulations and lack of formal financial services among others (Abdi & Johnson 2014). Some of the NGOs in Somalia have their headquarters outside Somalia. There also exist Somali local NGOs wholly based in Somalia. Given that both types of the NGOs, operate in Somalia, they probably encounter similar challenges when implementing their strategies. Probably due to the high level of insecurity very few studies if any have been performed on challenges faced by NGOs when implementing strategy in Somalia. This study will thus examine these challenges. The identification of these challenges may lead to a higher success rate of implementing already formulated strategic plans and thus achieving the intended strategic goals.

1.1.1 Strategic Management Processes

According to David, (2011), Strategic Management is both an art and a science that involves formulation, implementation, and evaluation of cross functional decisions that enable organizations to meet their objectives. David further explains that Strategic management is a continuous process involving constant planning, monitoring, analysis as well as assessment of all that is necessary to enable a firm succeed. David concludes by stating that strategic management is a philosophical way

to manage organisations and not just set of rules to be followed. Strategic management has five main stages or processes as defined by Flack, (2014). These include goal setting, analysis, formulation of strategy, implementation of the strategy and strategy evaluation and control. All of these strategic management processes are crucial to the success of an organisation.

Branczic, (2015) also elaborates on each of the processes and states that goal setting assists in making clarifying the vision of an organisation both in the short and long term while analysis focuses on collecting information that is relevant to accomplishing the set vision. Strategy formulation is the selection by an organisation of the most appropriate courses of action or plans to achieve its set objectives, while strategy implementation is putting the selected plan into action. Branczic concludes by explaining that the final stage or process in strategic management is strategy evaluation and control which is the process of determining the success of a chosen strategy in achieving the set objectives and taking the necessary corrective action if required. The focus of this study is however on strategy implementation and more so on challenges faced by NGOs in implementing their strategies in Somalia.

1.1.2 Strategy Implementation

Implementation of strategy is the execution of the formulated strategy. Strategy implementation therefore alludes too crucial decisions that are made to put in place new strategy or strengthen the existing strategy. Some of the strategy implementation activities include setting of annual objectives, coming up with fresh policies, and allocating resources as required. Strategy implementation therefore, is carefully considered processes of ensuring strategies that have been formulated within the organization are executed in order to achieve organisational goals and objectives

(Ngonze, 2011). Plans must thus be executed in order to achieve the desired results thus making the strategy implementation stage extremely crucial in the strategic management cycle. Strategy implementation is thus a continuously changing process that is made up of constant decisions and activities by stakeholders of. Implementation of strategy is also affected by several interrelated internal and external factors that can affect turning the strategy into reality in order to achieve the set objectives (David 2011).

Implementing strategy turns plans into actions to accomplish strategic goals. Implementation of a strategic plan is just as important, as the strategy itself. Crafting a strategy and execution are both sides of the same coin and need to resonate together (Pearce & Robinson, 2011). Strategy implementation process might bring about changes within the structure and culture of the organization since it involves daily decisions that affect allocation of resources, how to execute programmes, budgeting and following procedures (David 2011).

1.1.3 Challenges to Strategy Implementation

Having chosen a strategy, there is the issue of implementation. Very few schemes go exactly as planned. A monumental challenge in strategic change is the phase that comes after planning which is the proper and effective implementation of the formulated strategy (Brinkschroder, 2014). In fact, because of the changes in an organization's environment, the realized strategy differs markedly from the initially chosen strategy.

Previous studies have identified some challenges to strategy implementation. Dekhane (2014) lists some of the well-known reasons for the failure to attain and deliver well designed strategies. These include lack of comprehension of the formulated strategy by the employees and its relevance to their daily work routines, budgets not linked to the strategy, lack of incentives that are linked to the strategy, and little involvement in the formulation of the strategy by people involved in the implementation of the same strategy. Dekhane also lists failure by organizations to execute strategies successfully to lack of a strategic fit; which means the extent to which firms desired goals can leverage to the strengths and capabilities of the organization in its current state.

Other impeders of strategy implementation identified by various researchers include environmental factors that cannot be controlled, poor communication, longer time frames needed for implementation, conflicts within the organizational power structure, inability to manage change, and lack or persistence in implementing the changes (Aaltonen & Ikavalko, 2010). Some of these challenges are generic while some are specific to the context of an organization. Strategy implementation inevitably fails when organisations do not address the factors that bring about the impeders of strategy implementation. In order to effectively and efficiently control how an organisation uses it resources, mechanisms that include the firm's organisational structure, its information systems, leadership style, assignment of managers, budgeting process as well as reward and control systems are important strategy implementation elements (Pearce & Robinson, 2011).

1.1.4 Context of Non-Governmental Organizations

Non-governmental organizations (NGOs) are not-for-profit organizations that are usually independent from governments. Most of them are supported financially by donations but there are those are run essentially by volunteers. NGOs worldwide are engaged in various activities, and take different forms in various parts of the world. The earliest NGOs are quoted to have started in the early sixteenth century with the earliest among them being church based organisations. According to Suzuki (1998) the first Non-Governmental Organisation was a Canadian church based society that was founded in Montreal in 1653. The objective of such church based NGOs was to spread religion and educate people in countries that were colonized in other continents. Suzuki further cites the first non-religious voluntary organizations being American Medical Assistance organizations like the American Medical Society, that was founded in 1847, and Save the Children, London, now known as Save the Children UK, which was founded in 1919. These organizations focused on education and disaster relief and received support from their governments because of the supportive role that they were playing in advancing their governments' policies abroad.

According to Markay (2008), the term NGO was first used by the UN charter in its clauses in 1947 at a time when NGOs were shifting to other areas of operations such as development as opposed to being solely relief organisations. Nonetheless, most NGOs in Africa were still founded on churches and focused on supporting farming activities and vocational trainings. The NGOs seldom addressed major socio-economic issues and thus prior to the 1980s, the entire NGO sector remained largely unknown in most parts of Africa (Ogusenye, 2007). It is only since the 1990s that the

NGO sector started being taken seriously as strategic area for societal development. This is because, before the 1990s, the development agenda was mostly driven by the governments. However, when it was realised that governments were struggling to bring about development, NGOs came in to fill the gap (Gariyo, 2009).

1.1.5 Non-Governmental Organizations in Somalia

According to Abdilahi (1995), the history of NGOs in Somalia goes back to the 1980s when international aid agencies came in to assist following a huge influx of Ethiopian refugees into Somalia following the Ogaden war in the late 1970s. However, a quick increase of NGOs operating in Somalia occurred in the 1990s in response of the collapse of the government, public services and structures following the plunge into civil war in 1991.

With time, local Somali NGOs also sprung up to compliment work done by International NGOs. For a long time, NGOs in Somalia were operating without any institutional support or legal framework to foster growth and regulate their operations. Nevertheless, NGOs in Somalia play a crucial role in the rehabilitation and welfare of Somali citizens (Abdilahi 1995).

Even though the structures of the local NGOs tend to mirror those of their international counterparts, the local NGOs are severely limited by their dependence on external funding and by their staff who may not have the requisite voluntary ethos or ideological commitment (Abdilahi, 1995). Abdilahi further states that NGOs in Somalia have ever since a myriad of challenges. The biggest challenge is insecurity and terrorism where most of the NGOs have declared enemies by religious extremists because of their relationship with donors. Attacks, killings and kidnappings of NGO staff by armed militia are common. The socio economic and political context that has resulted from the civil war has also led to the destruction of the economy,

infrastructure and both civil and government institutions creating a difficult and chaotic environment in which to operate. Another challenge is the lack of a proper institutional framework. In addition, NGOs in Somalia have poor relations with the administration, local communities and international organisations. Relations with the government are viewed misunderstanding and mistrust. This is made worse by a perception that some of the NGOs control more resources that the government. In addition, the local communities view some NGOs as middlemen benefitting their local clansmen breeding envy and resentment.

The continuing war on terror as well as efforts of state building have brought about a very volatile political environment, resulting in some warlords perceiving humanitarian assistance and other NGO work to be partisan and biased. Since most NGOs are identified with the western world, they are seen to have a sinister political motive (Hammond & Vaughan-Lee 2012). In addition, NGOs in Somalia go through similar problems such as management of the organisation, staff management, answerability and inadequate funding with the most common challenges being donor dependency, poor leadership and gender bias (Abdi & Johnson 2014).

1.2 Research Problem

The success of a strategy is defined as much by the soundness of the strategy itself as by the implementation of the strategy (Dekhane, 2014). Studies show that a significant number of firms fail to properly implement strategies despite having formulated them well. An Economist survey puts at 57 percent the number of firms that were unsuccessful in implementing their strategic initiatives in the past three years (Allio, 2009). The White Paper of Strategy Implementation of Chinese Corporations in 2006 likewise showed that around 83 percent of the companies that were surveyed did not have smooth implementation of their strategies, only 17 percent felt that they had a successful strategy implementation process. This thus

shows that strategy implementation is a significant challenge for firms. In the modern dynamic era, the possibility of strategy implementation failure is real. Previous studies and literature also seemed to be skewed against strategy implementation. According to Hannagan (2012), a significant portion of literature has focused on the formulation component of strategy as opposed to strategy implementation. Even though studies of strategy implementation are now increasing, they are nonetheless still few and considered less stimulating than those of that are about formulation of strategy. (Atkinson, 2008). Otherwise, difficulties involving implementation of strategy continue unabated (Al-Gamdhi, 2009).

Various studies have been done mostly on challenges of implementing strategic plans for profit making businesses. Dekhane (2014) notes that several studies have confirmed that poor strategy implementation is the number one reason strategies are not successful and that less than 10% of all business strategies are effectively implemented. This emphasizes the point that a poor outcome of a strategy may well be as a result of poor implementation and not necessarily the strategy itself. Could this be the case in Somalia?

Pamela (2010) did research on the challenges of strategy implementation plans at Mumias Sugar Company and identified opposition to change, inadequate stakeholders' support, political interference, non-involvement of employees in developing the strategy as well as inadequate training as some of the challenges in effecting Mumias Sugar Company's strategic plan. Ochanda (2005) researched on strategy implementation challenges in Kenyan private security companies and identified environmental uncertainty and poor communication as some of the challenges facing strategy implementation in that industry. There have been lesser studies on factors affecting strategy implementation of non-profit organizations. Abdilahi (1995) researched on challenges and opportunities of NGOs in the more

peaceful Somaliland and identified several challenges that NGOs face in Somaliland. These include lack of an institutional framework, inadequate skill or capacity, lack of infrastructure, poor relations with the authorities and poor relations with the communities. Malunga (2007) researched on the factors affecting the effectiveness of processes of strategic planning among local NGOs that operate in Malawi. The results of his study showed that there were low levels of implementation of the strategic plans for NGOs in Malawi was mainly due to inadequate financial independence from donors. Probably because of the high levels of insecurity and other similar concerns that give Somalia a unique perspective, few studies if any, have been undertaken in relation to challenges of strategy implementation by NGOs in Somalia. This research therefore intends to fill this gap and answer the research question: What challenges do NGOs operating in Somalia face when implementing their strategies?

1.3 Objective of the Study

The objective of this study is to determine challenges that are faced by NGOs in Somalia when implementing their strategic plans.

1.4 Value of the Study

The results of this study will be of use to various parties including the NGO leadership, donors, policy makers, researchers and institutions of higher learning. The study will be of use to the NGO leadership in Somalia and other war torn countries since the will get an understanding of the challenges facing them in strategy implementation and get better ways to adopt in the context of their environments. Identification of the specific challenges may assist the NGOs in aligning their resources for better results in strategy implementation. Donors and policy makers will also benefit from this study's findings since they may come up with guidelines to address the specific challenges encountered in strategy implementation. In addition, donors will get information in relation to potential challenges in strategy

implementation which they may be able to address for them to achieve their desired goals. Potential entrants in the Somalia NGO Sector will also benefit from the study by getting useful information on the expected challenges that they may face when implementing their strategies and hence devise methods of overcoming those challenges. In addition, researchers and institutions of higher learning may use the information gathered in this study as a basis for further studies and investigations that may lead to additions to the existing knowledge.

This study is also valuable to strategic management consultants working in conflict zones. The findings of this research may give them an insight of specific impeders of strategy implementation in such areas and thus improve their practice of assisting organisations successfully implement their strategies. Finally, the findings of this study can be useful to future Master in Business Administration students as reference material to those who may be interested in this area of research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

By making reference to available literature, this chapter gives an outline of two broad theories of strategic management, namely the Resource Based Review model and the Contingency Theory which are relevant to this study. The chapter will also review the strategy implementation process and discuss the frameworks to strategy implementation. Finally, the challenges facing strategy implementation will be discussed with focus to non-governmental organisations.

2.2 Theoretical Perspective

Earlier strategic management theories in the 1960s concentrated on internal characteristics (strengths and weaknesses) of firms to explain differences in performance. Some of the representatives of this time were Andrews (1971), Ansoff (1965), and Selznick 1965. Later in the 1970s and 1980s, the focus within strategic management started shifting towards factors external to the firms including industry organisation economics. Porter (1985) for instance analysed the competitive environment affecting firms and identified forces in the external environment that would affect strategy implementation.

Strategy management theories give a foundation and philosophical basis of strategy formulation and implementation. According to Elwak (2013), a theoretical framework is an assemblage of concepts that are interrelated and that can provide an approach of examining a topic. The theoretical foundation of this study is informed by the Resource Based Theory and the Contingency Theory. These are discussed in the following sections.

2.2.1 Resource Based Theory

The Resource based Theory of the organisation has been one of the most instrumental and quoted theories in the history of strategic management studies (Khairuddin, 2010). According to Ainuddin et al. (2007), The Resource Based Theory is anchored on the principle that the competitive advantage of an organisation is found in their internal resources and not to their firm's position in its external environment. These resources include physical and financial assets together with employees' skills and organizational (social) processes that under the control of the firm (David, 2011). Ainuddin et al. (2007) further clarifies that the firm can transform these resources into a strategic advantage if they are beneficial, scarce, and inimitable. The firm should have the proper organization that is necessary to utilise these resources. Ainuddin further affirms that the Resource-Based View of the firm envisions that there are some resources which are owned or controlled by firms have the capability to give rise to competitive advantage and ultimately make an organization superior in its performance.

Supporters of the Resource Based Theory thus emphasize that it is the resources of the firm and not the environment that form the basis of a firm's strategy (Oanda, 2014). The main principle of the Resource Based Theory is that for a firm is to attain a sustainable position of competitive advantage, then it must get and control beneficial, scarce and unique resources and, in addition have proper organizational abilities that can maintain and utilize them (Sterling, 2012). According to Attkinson, (2005), a firms's unique resources gives the foundation for a strategy. The Resource Based Theory thus therefore attempts to explain why organizations in the same industry might perform differently (Ainudiin et al, 2007).

2.2.2 Contingency Theory

According to Ainudin et al (2007), the Contingency Theory is based on the premise that there is no best single approach to manage firms. Ainudin further states that firms should devise managerial strategies based on the specific scenarios that they are experiencing at any given time. The Contingency Theory thus encourages managers to evaluate situational differences before making a decision on a course of action; This is because of the discrepancies in the environmental and organizational needs together with different structures, resources and capabilities in individual organizations.

Contingency theory contends that matching an approach to the situation leads to a higher probability of success (Nutt, 2007). According to Andersen (2013) Contingency theory stems from the complexity of organizational environment, and states that there is no general formula for the optimal strategy implementation. Situational factors may affect implementation success (Schultz & Ginzberg, 2010). Various factors based on the context may also determine conditions under which a specific implementation approach can be effective. The manager in charge of implementing the strategy may have leverage or advantage, obtained by the power of his or her position or the role in the organisation that augments the probability of success when particular approaches to strategy implementation are applied (Nutt, 2007). Nutt further identifies two situations that that influence the type of contingency approach to be undertaken, high leverage situations and low leverage situations. In situations of high leverage, implementers have the power and ability to counter situations with high urgency and importance.

Situations of high leverage call for quick and decisive response and action. Unilateral action can be justified in situations where the strategy implementers have adequate resources and power and quick action or response is required. In situations of low leverage where the implementing manager does not have adequate power or resources, the approach to be taken could be one that builds commitment, for example participation.

2.3 Strategy Implementation Process

Strategy implementation is an ever evolving, iterative and intricate process, that is made up of a series of various decisions and actions by the entire workforce in an organization and that is influenced by various interrelated factors that could be both internal and external to the firm – to transform strategic plans into reality so as to attain strategic goals (Yang Li, 2009). Strategy implementation is also depicted as a process by which firms identify opportunities that can be pursued in future (Reid, 2011). The strategy implementation task is the most complicated part of strategic management that also takes most of the time (Thompson & Strickland, 2013). Implementation is a practical operation focusing on putting into real action what has been documented in theory. It is action oriented and calls for exemplary leadership and essential managerial skills. Furthermore, strategy implementation may lead to changes in corporate direction and thus requires particular attention in putting in place strategic change (de Kluyver & Pearce, 2010).

Lynch (2009) identifies four basic elements in the process of strategy implementation. These include, determination of quantitative and qualitative strategic goals and drawing up specific plans with clears tasks, deadlines and responsibilities. Others include allocation of resources and budgeting and finally monitoring and controls

procedures. The role of management in strategy implementation includes establishing periodic objectives, coming up with policies, altering the existing organizational structure, minimizing resistance to change, developing an effective human resource function and restructuring and re-engineering (David, 2011). Proper implementation of a strategy is crucial for any successful organization. In addition, David (2009) further asserts that strategic management does not come to an end upon selection of a strategy before it has been successfully implemented.

2.4 Frameworks for Strategy Implementation

There exist various strategy implementation frameworks. Some of the widely accepted ones include the McKinseys 7S Framework, the Balanced Score Card Approach and Okumu's Framework. McKinsey and Company came up with a model known as "the seven elements of strategic fit:' or "the 7S's. These are strategy, shared values, skills, systems, staff, structure and lastly style (Egelhoff, 2008). The concept of the model is that all the seven variables must "*fit*" with one another so as to implement a strategy successfully. The framework assumes that any change in the existing strategy will necessitate a change in the organisation's shared values and skills which will then establish the requirements of the remaining five factors. Higgins (2010) worked on the McKinsey 7S's model and formulated the Higgins 8S's model which adds Resources as an additional Contextual 'S' because an organization cannot effectively implement strategy without marshaling extra resources like money, technology, time and information. Okumus Framework came up with eleven strategy factors of strategy implementation. These include environmental uncertainty, organisational culture, strategy development, operational planning, communication, people, control leadership, resource allocation and outcome. These factors were

16

further categorised into four categories namely strategic context, Strategic content, process and outcome (Okumus, 2007). Okumus then stated that in most cases, strategic decisions are executed despite there not being a proper fit between the implementation factors and the strategy itself. Lack of consistency with one factor affects the other factors and consequently the success of the strategy implementation process.

The Balance Score Card (BSC) technique attempts to provide a concise summary of the essential success factors of an organisation and thus to assist forms to align their business operations within the formulated overall strategy. There are four angles to this technique namely, the internal business perspective, the financial perspective, the learning and growth perspective and the customer perspective. The overlying concept about the BSC technique is to advise organisations to align their performance measures within these 4 perspectives (David, 2011). David then concludes by stating that BSC is a tool that that assists to manage, evaluate and control strategy.

2.5 Challenges of Strategy Implementation in NGOs

According to Herbiniak (2010), Strategy implementation provides control between strategy formulation and control. Herbiniak further stated that even though strategy formulation is hard, implementing the strategy is even more difficult. Similarly, Cater and Pucko (2010) concluded that whereas 80% of the sampled firms have proper strategies in place, only a paltry 14% were able to successfully implement them. A survey by the *Economist* revealed that 57 percent of sampled firms were unable to implement strategic initiatives over the past 3 years. This was according to a survey carried out on 276 senior executives in 2009 (Allio, 2009, Johansson and Nonaka (2009) and Ng'ethe (2012) concluded that most strategic plans are affected by from an 'execution gap' which they define as the gap that between what the expectation of

an organization and what it actually achieves. It is the disparity between what people say they will accomplish and what they accomplish. Non-implementation of strategic plans is influenced by various factors. One of them is the lack of financial and other resources. A strategic plan should be anchored on resources that are available, and a plan for required additional resources and how these will be obtained (Robson, 2007). When NGOs are unable to raise the needed resources required by a strategic plan they will not be able to successfully implement the strategic plan. A strategic plan sets out the priorities and direction of the firm in the foreseeable future. If the priorities are not in tandem with donor priorities the NGO may attract the necessary funding required to execute their strategic plan. Another factor which contributes to non-implementation of strategic plans is lack of adequate time. Some NGO's do not think carefully through the time frame of their strategic plan. Planned activities should be matched to the relevant people and their time available. Some NGOs have been known to overcommit to project activities only to discover that they do not have enough time to execute the projects (Fowler, 2011).

Lack of skills and competencies also hinder the implementation of strategy. A strategic plan often presumes a more practical and hands on approach. When employees in an NGO come to the realization that their skills are not adequate to execute the new strategic plan's requirements, they may frustrate the execution of the strategic plan so as to maintain things the way they are (Covey, 2011). Another factor that makes strategy implementation difficult is improper policies, procedures and systems. Some young and new NGOs lack proper proper policies, procedures and systems (Adirondak, 2008). Whereas the strategic plan may make it possible for the organization to generate indicators and targets, these alone are not enough since they need a robust system to support them and comprehensive procedures to support the

whole process. Thaw and Petersen (2010) observed that upon formulation of new strategic plans by NGOs, they do not also reform the existing policies to make them support the demands of the new strategic plan. Covey (2011) identifies an inappropriate organizational structure as an impediment to strategy implementation. For instance, if an NGO changes its strategy so as to make it more responsive to the community, it may need a structure that is more community focused that will then give focus to meet t the community needs. There are many instances however where the NGOs do not change their structures to align them with the revised strategic plans (Thaw & Petersen, 2010).

How an organisation manages its stakeholders plays an essential role in the execution of the strategic plan. Organizations stakeholders can influence the implementation of strategy Backoff and Nutt (2008) came up with a categorization of a firm's stakeholders who could influence strategy implementation. The four main categories are antagonistic stakeholders, problematic stakeholders, potential advocate stakeholders and low priority stakeholders. These stakeholders have different demands and expectations which are all essential elements in strategy implementation. (Crosby, 2011). Cultures, values and beliefs that exist in and organization may also impede strategy implementation. These must thus be taken into consideration when implementing strategy.

Employee's behaviour in regard to the firm's strategy will portray the organization's informal strategy which in most cases is the real strategy since it is the one, that is actually implemented (Allio, 2009). It is unlikely that any radical strategic changes can take place unless efforts are made unless to change the mentality of the employees (Barry, 2008). This makes employee behavior a crucial ingredient in strategy execution.

A significant number of local NGOs lack effective management teams. Therefore, the directors of these NGOs take most of the responsibility for the execution of the strategic plan (Flack, 2014). Whereas in a major strategy renewal one person or a few people often initiate programs, unless an important group of personnel especially among senior personnel is reached, there will be little progress in implementation of strategy. External environments may also make it difficult to implement strategy. External environments give organizations opportunities to survive or threats to die. According to Pearce and Robinson (2011), the external environment is categorized into three: industry environment, remote environment and lastly operating environment. Remote environment is made up of social, political and ecological and economic factors. Industry environment consist of barriers to entry, supplier and buyer power, substitute products and rivalry. Operating environment has customers, suppliers, creditors, competitors and labour. Factors in the environment that cannot be controlled can have a negative consequence on strategy implementation (Alexander, 2015 & Al Ghamdi, 2009).

2.6 Summary

This Chapter presents a review of existing literature in relation to the study. It outlines the theories upon which the study is anchored and also reviews the strategy implementation process. The chapter also discusses the frameworks of strategy implementation before finally discussing the challenges facing strategy implementation with focus on NGOs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes various aspects of research methodology that was employed in this study. This includes the research design that outlines specifically how the study was undertaken. The chapter also gives details about the study population, data collection methods, data analysis and presentation of the findings.

3.2 Research Design

According to Welman et al. (2006), research design is a plan to obtain relevant data for investigating the research question. Kothari (2004) states that a research design is the organization of conditions to facilitate collection and analysis of data in a way that seeks to put together relevance to the research purpose. Research design is thus a plan of how one intends to carry out the research.

A cross sectional survey was used for this study. According to Saunders et al. (2008), a cross sectional survey attempts to describe the occurrence of a situation and to explain the relationship between various factors. Saunders, Lewis and Thornhill further state that cross sectional surveys can be used regardless of data collection method used including self-administered questionnaires which were used in this study. The study also adopted the descriptive survey method whose purpose is to illustrate the state of affairs as it is presently (Cooper & Schindler, 2001). This approach is thus suitable for this study because it attempts to describe the challenges of strategy implementation by NGOs in Somalia.

3.3 Population of the Study

Ngechu (2004), defines a population is a set of elements, services, people, events, groups of things or households that are being examined. Onyancha (2012) further defines a target population as the specific population from which the researcher seeks to draw conclusions from. The population for this study consisted of NGOs operating in Somalia. A census study was undertaken for this project. Kothari (2004) defines a census study as a research method where all the elements in the target population are covered. This method ensures highest accuracy and conclusive description of an occurrence. The level of bias is eliminated since as all the units are considered.

For this study, the population was obtained from the list of NGOs registered with the Somalia NGO Consortium. This is a forum that Somali based NGOs use to coordinate activities and work together on specific issues. As at 19th July 2016 there were 97 International NGOs and 36 Local Somalia NGOs registered with the NGO Consortium. The total number is thus presented as 133. A census study was undertaken since the number is relatively small.

3.4 Data Collection

This research relied on primary data that was collected by administering a structured questionnaire to the respondents. Most of the questions were close ended. The questionnaire sought to obtain information that would identify the challenges that NGOs face in strategy implementation in Somalia. The questionnaire was divided into two parts. Part A covered some general information and organisational profile while Part B focused on strategy implementation challenges. A pilot test was done on a draft questionnaire before administering a refined one to the intended respondents.

Questionnaires were sent to all the 133 NGOs that formed the target population. A respondent from the NGO was requested to fill in the questionnaire. Since the study sought to find out strategy implementation problems, only staff holding positions in senior and middle management as well as supervisory level staff were targeted. The questionnaires were administered through electronic mail and pick and drop method. Follow ups were done through personal telephone calls, emails and personal visits where possible.

3.5 Data Analysis

Ngechu (2004) opines that analysis of data entails a number of related actions that are performed with the aim of condensing the collected data and arranging them in such a way that they answer the research question. According to Shamoo and Resnik (2007), data analysis is the procedure of methodically applying statistical techniques in order to describe, summarize, recap and evaluate the collected data. The aim of analyzing the data is to extract useful information in relation to the study.

For this study data was analyzed using excel spreadsheets and the Statistical Package for the Social Sciences (SPSS) version 22 in order to extract the necessary information. After the questionnaires had been reviewed for errors and completeness, they were summarized and tabulated for ease of analysis in order to obtain answers to the research question. Presentation of the findings was done using descriptive statistics such as percentages, pie charts, and mean scores mode, median and percentile measures.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the analysis and findings of the study. The study sought to determine the challenges of strategy implementation faced by NGOs operating in Somalia. Data was collected by use of a simplified questionnaire that had unambiguous questions. This chapter has 3 sections. The first section analyses the general profiles of the organizations that responded. The second section presents the responses in relation to challenges of strategy implementation while the third section discusses the findings in detail.

4.2 Response Rate

The study targeted all the 133 NGOs that were registered with the Somalia NGO Consortium. A total of 69 of these NGOs responded, giving a response rate of 52%. According to Kothari (2004), a response of 50% is sufficient for analysis. The response rate was deemed to be very good given that this is a conflict zone.

4.3 Demographics

The questionnaires that were sent to the studied NGOs included a number of questions whose responses would assist the researcher establish the general profiles of the particular respondents together with the NGOs. Some of the questions sought to know the management level of the respondent and how long the organizations had been operating in Somalia. The other questions sought to find whether the NGO had a strategic plan and how many years were covered by their strategic plan.

4.3.1 Respondents Position

The respondents were asked to indicate their position in their organization. The options given in the question were top level management, middle level management and supervisory level management. There was also an open-ended option labeled 'other' where the respondents were expected to explain in case their position did not fit into the first 3 categories. The objective of this question was to obtain the proportion of respondents in the various categories as this would possibly influence the quality of responses.
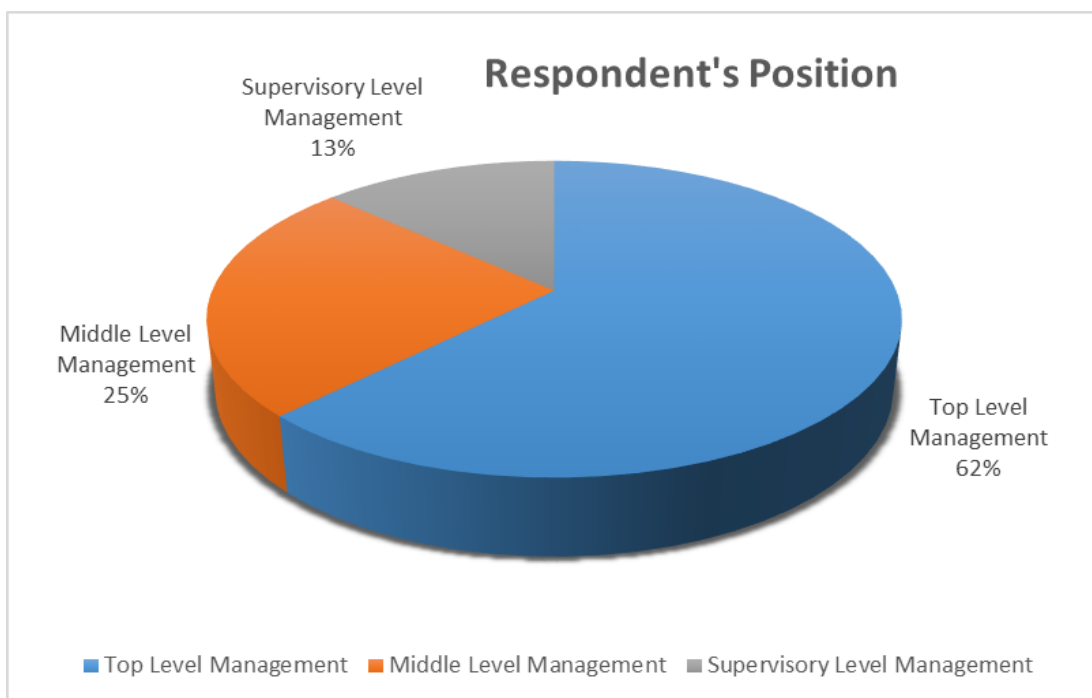
**Figure 4.1: Respondent's Position**

Source: Research Data (2016)

The results of this question as illustrated in Figure 4.1 show that 62% of the respondents served in the top management level of their organizations while 24% served in the middle management category. The remaining 9% were of supervisory level.

This shows that a majority of the respondents had decision making roles especially the top and middle level managers. They were thus well versed with identifying strategy implementation challenges in their organizations. Their responses would therefore give a realistic view of strategy implementation in their organizations.

4.3.2 Organization Tenure

The questionnaire sought to find out how long the organizations had been operating in Somalia. The ranges given were: less than 1 year, between 1 to 5 years, between 6 to 10 years, between 11 to 15 years and over 15 years. This question's objective was to determine the duration that the organizations had been working in Somalia. This was important to the study because it would identify how long the organizations had been in Somalia thus being able to have obtained sufficient outlook in relation to strategy implementation in Somalia.
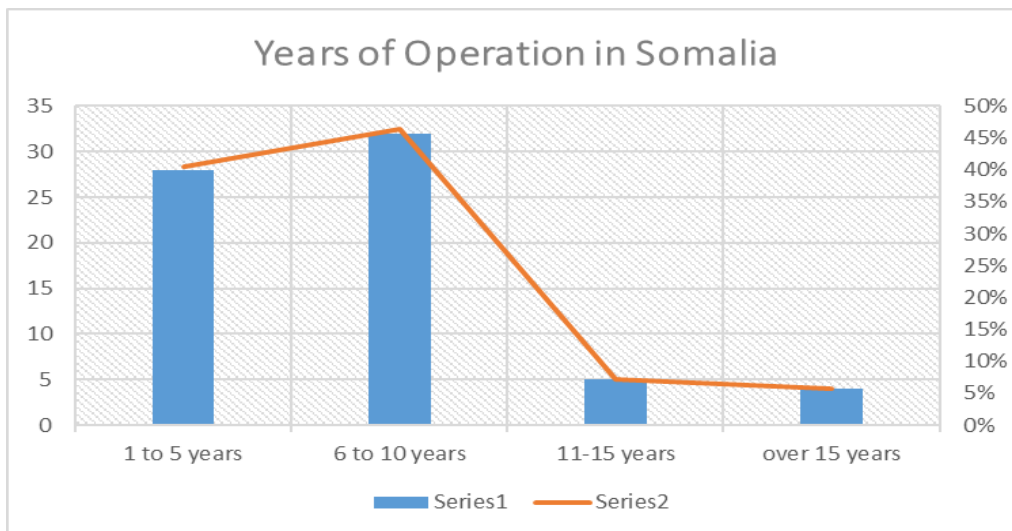
Figure 4.2: Organization Tenure

Source: Research Data (2016)

The results shown in Figure 4.2 show that 41% of the respondent NGOs had operated in Somalia for between 1-5 years while 46% had operated there for between 6-10 years. 7 % of the studied NGOs had operated in Somalia for between 11-15 years.

The remaining 6% had been in Somalia for over 15 years. This shows that 100% of the respondent NGOs had been in Somalia for at least more than one year. In addition, over 50% of the respondent organizations had worked there for over 5 years. This illustrates that the studied NGOs had adequate perspective in relation to the context of this study. This thus satisfied the main objective of this question.

4.3.3 Period of the Existing Strategic Plan

Respondents in the study were asked to indicate the length of their existing strategic plans. They were given a range of between 1 to 3 years, 4 to 6 years and over 6 years. They were also given another option to indicate and explain if the length of their strategic plan did not fit into any of the other 3 categories.

Table 4.1: Period of the Existing Strategic Plan

Length of Strategic Plan	Number of Respondents	Percentage
1 to 3 years	46	67%
4 to 6 years	19	28%
Over 6 years	3	4%
Open ended strategy	1	1%
Total	69	100%

Source: Research Data (2016)

Table 4.1 shows that all the organizations that responded had a formal strategic plan in place. The length of the strategic plan for 67% of the respondents was for a period of between 1 and 3 years while for 28% of the respondents it was between 4 and 6 years. 3 respondents had a strategic plan that was for a period of more than 6 years. One of the respondents had an open-ended strategy that was regularly revised whenever the need arose. According to David (2009), a strategic plan can be of any

length from 0 to 10 years. However, several elements should be considered when determining the length of a strategic plan. These include the amount of information that is available in the environment, how frequently changes occur in the environment and also how efficient an organization is in obtaining and understanding the future of its environment. This is because strategic planning focuses on setting a future direction for an organization. David (2009), opines that a strategic plan of several years is suitable in cases where the future appears certain and a much shorter one is appropriate in situations where the future is uncertain. The results in Table 4.1 illustrate that a majority of the organizations (67%) had fairly short strategic plans of between 1-3 years. This can be attributed to the environmental uncertainty in Somalia since it is a conflict zone.

4.4 Challenges of Strategy Implementation

Respondents in the study were asked to indicate by way of a tick how frequently each of the 22 potential strategy implementation problems actually pose challenges to strategy implementation in their organizations. Respondent choices varied from 1-5 where 1 = Never, 2= Seldom, 3= Occasionally, 4= Frequently, and 5 = Always. The results of the respondents are shown in Table 4.2.

Table 4.2: Challenges of Strategy Implementation

Potential Strategy Implementation Challenges	n	Mean Score	Standard Deviation
Civil war and terrorism	69	3.97	1.12
Environmental uncertainty	69	3.43	1.07
Inadequate funding	69	4.16	1.11
Lack of capacity by employees	69	2.81	0.79
Poorly defined implementation tasks and activities	69	2.71	0.85
Organizational culture, beliefs and values	69	2.57	0.86
Resistance to change by employees	69	2.70	0.94
Strategic goals not understood by employees	69	2.96	0.94
Government interference	69	3.17	0.90
Lack of a proper regulatory framework	69	3.00	0.93
Lack of commitment by stake holders	69	2.99	0.75
Little of no feedback on progress	69	2.87	0.83
Poor monitoring of strategy implementation	69	2.77	0.85
Employee turnover	69	3.03	0.85
Inadequate reward or incentive to employees executing the strategy	69	2.86	0.91
Lack of a feeling of 'ownership' of strategy by employees	69	2.81	1.04
Key formulators of strategy not playing a role in implementation	69	2.80	1.12
Poorly defined roles for staff	69	2.90	1.13
Inadequate training to lower level staff	69	2.90	1.13
Organizational policies that are not in tandem with the strategy being implemented	69	2.80	1.04
Improper fit between the organizations structure and strategy	69	2.61	0.95
Unrealistic time frame to implement strategy	69	3.17	1.18
Grand Mean Score		**3.00**	

Source: Research Data (2016)

From Table 4.2, the grand mean is 3.00. This indicates that 60% of the respondents generally agree that the 22 factors occasionally pose challenges to the implementation of strategy in among the studied NGOs. The most common challenge to strategy implementation for the studied NGOs is inadequate funding with a mean score of 4.16. The least common challenge is organizational culture, beliefs and values that has a score of 2.57. This gives a range of 1.59 between the most common challenge and the least common one. The median is 3.00 and the mode is also 3.00 on the continuous Likert scale.

Table 4.2 shows inadequate funding as the most frequently encountered challenge with a mean score of 4.16. This shows that lack of funds frequently impedes strategy implementation for NGOs in Somalia. civil war and terrorism has a mean score of 3.97 meaning it that per the Continuous Likert Scale, it occasionally impedes strategy implementation. Other strategy implementation challenges that occasionally pose challenges for strategy implementation are environmental uncertainty with a mean score of 3.43, unrealistic time frame for strategy implementation that has a mean score of 3.17, employee turnover with a mean score of 3.03 and lack of a proper regulatory framework with a mean score of 3.00. These challenges that either frequently or occasionally impede strategy implementation should be given more attention during the strategy formulation and implementation phases.

The results in Table 4.2 also shows other challenges that seldom impede strategy implementation. These include lack of commitment by stakeholders with a mean score of 2.99 and poorly defined staff roles and inadequate training for lower level staff that both have a mean score of 2.90. It is important to note that these scores are marginally below the 'occasionally' score of 3.00 indicating that they should also be given similar attention to the ones that scored above 3.00.

Other challenges that seldom hinder strategy implementation per the results in Table 4.2 are Little feedback on progress with a mean score of 2.87, inadequate incentive with a mean score of 2.86, lack of feeling of 'ownership' of the strategy by employees as well as inadequate capacity by employees each with a mean score of 2.81, minimal role played in strategy implementation by the formulators with a mean score of 2.80 and organizational policies that are not aligned with the strategy being implemented that also has a score of 2.80. Other factors include poor monitoring of strategy implementation that has a mean score of 2.77, poorly defined implementation tasks and activities with a mean score of 2.71, resistance to change by employees with a mean score of 2.70 improper fit between the organization's structure and strategy with a mean score of 2.61 and finally organizational culture, beliefs and values with a mean score of 2.57. The interpretation of these last five factors show that they seldom pose challenges to strategy implementation for NGOs in Somalia. These does not however mean that they should be ignored since they may still pose challenges albeit on rare occasions.

4.5 Discussion

From Table 4.2, the most frequently incurred challenge is inadequate funding with a mean score of 4.16. This shows that there is a general mismatch between strategic goals and the available funding with funds being a crucial resource that is required for any strategy to succeed. This challenge can be linked to the Resource Based Theory that says that the source of a competitive advantage in an organization is found in their internal resources and not in the firm's positioning in its external environment. (Ainuddin et al 2007). According to Hitt et al (2005), these resources are categorized into physical, human and organizational capital. This coincides with the finding of Malunga (2007), when he researched on the factors that influence the success of

strategic planning among Malawian local NGOs. His study concluded that there was a low level of implementation of strategic plans mostly because of inadequate financial independence from donors. The results also show that war and terrorism occasionally impede strategy implementation. This finding also concurs with the findings of Knight (2008) when he researched the effect of terrorism on international businesses. Knight noted that terrorism threatens an organization both directly and indirectly. In the Somalia context, an example of a direct consequence to an NGO because of terrorism would be if that organization is attacked and its employees killed or harmed. Indirect consequences can also bring in a lot of difficulties such as inability to attract staff and increase in overhead expenditure like security which may in turn affect strategy implementation. Government interference was also found to occasionally hinder strategy implementation which coincides with what Branczik (2015) opined when he noted that NGOs in conflict countries were viewed suspiciously by the administration especially if the programmes that they implemented were in geographical regions whose residents were opposed to the administration. Similarly, a lack of a proper regulatory framework was also identified from the study as occasionally affecting negatively strategy implementation. In the case of Somalia, this is mainly because of inadequate capacity by the federal government to develop such a framework.

The findings of the study further show that Environmental uncertainty is another challenge that occasionally hinders strategy implementation in Somalia. Dekhane (2014) opines that the level of uncertainty in the environment plays a key role in strategy implementation. Hannagan (2012) advised that organizations should attempt to match their situations to the environment or risk failure. The study also revealed unrealistic time frames for strategy implementation as another factor that occasionally

impedes strategy implementation. In his research on challenges of online service strategy implementation at Kenya Revenue Authority, Obura (2012), identified unrealistic timeframes as one of the challenges encountered. In the Somalia context, the researcher attributes this to the NGOs putting very ambitious timeframes in their proposals to donors to get the required funding. This unfortunately negatively affects strategy implementation.

Also highlighted as a factor that occasionally causes a challenge to strategy implementation is employee turnover especially if the leaving employees are supporters of the strategy that is being implemented. When such employees leave, a knowledge gap that can take long to fill is created in the organization and may affect strategy implementation. This challenge can be linked to the Resource Based Theory that lists human resources as one of the resources that an organization needs to control in order to get a competitive advantage. In her research on the challenges of strategy implementation at Mazars Kenya Limited, Elwak (2013) concluded that employee participation at all levels   was a crucial ingredient in strategy implementation. This therefore illustrates that human or staff related elements also do play a significant role in ensuring the successful execution of strategy. Other factors that can be linked to the human resource elements in the Resource Based Theory include resistance to change by employees, strategic goals that were not understood by employees, little of no feedback on progress of strategy implementation, inadequate incentives to employees, lack of a feeling of 'ownership' of the strategy by employees, key formulators of strategy not playing a role in implementation, poorly defined roles for staff , and inadequate training to lower level staff. All these factors were found on average to seldom affect strategy implementation by the NGOs.

There remaining factors in the questionnaire that were found to seldom affect strategy implementation by NGOs in Somalia include, organizational polices that were not aligned with the strategy being implemented, improper fit between the organizations structure and strategy being poorly defined implementation tasks, poor monitoring of strategy implementation, and the organizational culture, beliefs and values. In the Somali context, these would especially apply for young NGOs. Some young and new NGOs lack proper policies, procedures and systems (Adirondack 2008). Whereas the strategic plan may make it possible for the organization to generate indicators and targets, these alone are not enough since they need a robust system to support them and comprehensive procedures to support the whole process. Thaw and Petersen (2010) observed that upon formulation of new strategic plans by NGOs, they do not also reform the existing policies to make them support the demands of the new strategic plan. Covey (2011) also identifies an inappropriate organizational structure as an impediment to strategy implementation.

The general perspective of Somalia is of a country that has been engaged in civil war for many years, where terrorist groups control parts of the country and incidents of terrorism are frequent. Indeed, most of the institutions are either non-existent or if they exist do not have the capacity or resources to carry out their mandate. The education and NGO sectors for instance do not even have a regulatory framework to guide their operations (Abdilahi 1995). With this background, one may have expected most of the potential factors that were included in the questionnaire to be rated with scores of 3, 4 or 5. However, a good number of the factors especially those to do with human elements such as lack of capacity by employees, resistance to change by employees, inadequate training to lower level staff had a mean score of between 2 and 3 meaning that they seldom affected strategy implementation.

The researcher attributed this to the possibility of most NGOs hiring employees from outside Somalia to execute strategy. Such employees would have attended school and acquired skills in other countries that had functional institutions. The countries where such employees may have acquired the necessary knowledge and skills include Somalia's more peaceful neigbours such as Kenya and Djibouti.

This study contributes to the existing knowledge in strategic management by carrying out research on strategy implementation challenges in a conflict zone. Little research work is undertaken in such areas because of the risks associated with such as the inherently present security risks when collecting data.   Research on strategy implementation in such a country is therefore a welcome addition to the existing knowledge in Strategic management since it provides an insight of strategy implementation challenges found in Somalia.

The study shows that NGOs operating in Somalia have unique challenges that affect strategy implementation. The researcher attributed such challenges as being directly or indirectly related to the civil war and terrorism and how the NGOs relate to the communities they work in as well as the administration. For instance, in cases where an NGO undertakes projects in   regions that are controlled by the warlords, they run the risk of being seen as taking sides. Such actions may thus be interpreted as biased by both the administration which may then interfere with the NGOs work. From the study, government interference had a mean score of 3.17 which means that government interference occasionally affects strategy implementation. This may in turn force the NGO to change strategy and attempt to please both sides which may result in negative consequences such as a strained budget. There are also instances where donors chose to engage NGOs directly without going through the

administration. Such NGOs may be accused of refusing to share resources with the administration which further complicates their operations as the government may come up with reasons to interfere with their work. Another unique factor that hinders strategy implementation in Somalia is the lack of a proper regulatory framework. The researcher attributed this to have been brought about by the state of lawlessness that engulfed following a civil war that lasted for over two decades and that is yet to be completely ended. Up to now, Somalia remains largely a failed state where institutions and policies in most sectors are non-existent. It is in this context that the NGO sector finds itself operating in a vacuum without any regulatory framework to guide its operations which in turn impedes the execution of strategy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings of this study, the conclusions drawn and recommendations given. The chapter also outlines the limitations encountered during the research and gives suggestions for on areas that require further research. The objective of the study was to identify the challenges facing NGOs in Somalia in implementing their strategic plans.

5.2 Summary

The study revealed that NGOs have been operating in Somalia for a long time. 59% of the respondent NGOs had been operating in Somalia for the over 5 years. In addition, organizations operating in Somalia have in place formal strategic plans. From the study, 100% of the respondent NGOs had formal strategic plans with most of them covering between 1 and 3 years.

Regarding challenges of strategy implications, the main challenge that was identified as frequently posing a challenge to strategy implementation was inadequate funding. Other challenges that were determined as occasionally posing a challenge to strategy implementation for NGOs in Somalia are civil war and terrorism, environmental uncertainty, unrealistic time frames to implement the strategy, Government interference, employee turnover and lack of a proper regulatory framework. The study identified improper fit between the organizations structure and strategy, organizational culture and beliefs and poor monitoring of strategy implementation as infrequent factors among other factors that seldom affected strategy implementation by NGOs in Somalia.

This study was anchored on two theoretical foundations, the Resourced Based Theory and the Contingency Approach Theory. The Resource Based Theory emphasizes that the competitive advantage of an organization lies in its internal resources as opposed to the organization position in the external environment. By identifying some challenges to strategy implementation that are linked to internal resources of a firm such as inadequate funding and limitations of human factors, the findings of this study concur with the theory. The Contingency Approaches Theory acknowledges the effect and complexity of and organizations external environment when implementing strategy. The theory further advises there is no single best way to manage the uncertainty found in the external and hence organizations should thus come up with managerial strategies based on the specific scenarios that they are experiencing. The findings of this study also identify challenges to strategy implementation brought about by the external environment such as environmental uncertainty, war and terrorism and government interference this concurring with the Contingency Approach Theory.

5.3 Conclusion

From the findings, this study concluded that strategy implementation is affected by factors found in both external as well as internal environments of organizations. The internal environment of an organization can bring about competitive advantage but if not managed well can also bring about challenges in strategy implementation. The resources found in the internal environment include physical, human and organizational capital and these need to be managed well for proper execution of strategy. For instance, a high rate of employee turnover or lack of capacity to employees because of little or no training can hinder strategy execution.

The external environment also plays a key role in strategy implementation. Factors such as inadequate funds, civil war, environmental uncertainty and lack or a proper regulatory framework can greatly impede strategy implementation. To manage strategy impeders from the external environment is difficult. Nevertheless, organizations should come up with strategies based on the scenarios that they are experiencing.

5.4 Recommendations

It is clear from the findings that inadequate funding poses the most threat to strategy implementation for NGOs in Somalia. This is mainly due to lack of financial independence from donors. NGOs in Somalia should seek ways to raise funds such as making themselves aligned to donor strategic goals thus them more needed by both the ultimate beneficiaries of their projects and donors and hence attract more funding. They should also venture into sustainable projects that can stand on their own in the long run. NGOs in Somalia should also seek ways to counter other factors that occasionally pose challenges to strategy implementation such as civil war, environmental uncertainty, unrealistic time frames for strategy implementation, employee turnover and the lack of a proper regulatory framework. The NGOs should especially ensure that they pay attention to these impeders of strategy implementation during strategy formulation and implementation phases.

This study is important to stakeholders in NGOs that operate in conflict zones and in particular Somalia. For instance, the findings of this study will enable the NGO leadership get an understanding of the challenges facing them in strategy implementation and consequently devise ways to adopt in the context of their environments. Donors and policy makers will also find the findings useful since they

can develop guidelines to address specific challenges encountered in strategy implementation. In addition, donors will get information in relation to potential challenges in strategy implementation which they may be able to address in order for them to achieve their desired goals. The findings of this study also contribute to the existing knowledge which will benefit researchers and institutions of higher learning by using the information gathered as a basis of further studies. Strategy implementation consultants in conflict zones may also get insights of specific impeders of strategy implementation in such areas and thus improve their practice of assisting organisations successfully implement their strategies

5.5 Limitations of the Study

The study was mostly limited by time constraints. Given that the data was being collected in a conflict zone, the period over which the data was to be collected was especially short and a lot of follow ups had to be done to obtain adequate responses. The researcher was able to overcome this limitation since he works in the NGO sector in Somalia and was thus able to use his networks which enabled him get adequate responses mostly via emails even though some were physically delivered.

The fact that the researcher works for a donor organization also posed a challenge since some respondents felt that the questions being posed were some kind of due diligence exercise being undertaken on their organizations. The researcher discovered this challenge while following up on the questionnaires and was able to explain to the respondents that the study was purely for academic reasons. Finally, it was challenging for the researcher to balance a full-time job that involves a lot of travel and study. The researcher therefore often worked late hours in order to complete the project on time.

5.6 Suggestions for Further Research

Few such studies have been undertaken in Somalia. A replica study can be done focusing on a different economic sector such as the private sector. Furthermore, this study only focused on challenges of strategy implementation. Other studies can be done to identify ways of overcoming the challenges. This would make it more useful to the various stakeholders.

In addition, the study did not focus on other aspects of the strategic management process in Somalia. These include strategy formulation, control, monitoring and evaluation processes. These are crucial parts of strategic management that should not be ignored and could be researched further.

5.7 Implication on Theory, Practice and Policy

From the study, several implications on theory, practice and policy are evident. From a theoretical perspective, the study adds an important perspective to the existing body of knowledge by focusing on impeders of strategy implementation in conflict zones, specifically Somalia. Researchers and institutions of higher learning may thus use the information gathered in this study as a basis for additional research in the same subject area. In addition, the findings of this study can be useful to post graduate students as reference material to those who may be interested in this area of research.

From a practical perspective, the findings of this study are useful to the NGO leadership in Somalia and other countries in conflict zones. This is because the findings of this study will assist them get a better understanding of the specific challenges facing them in strategy implementation and thus come up with better ways to adopt in the context of their environments. Identification of strategy impeders that are unique to conflict zones may assist NGOs operating in such zones to align their resources for better results in strategy implementation.

The findings of this study will also benefit policy makers in the NGO world such as donors and governments who may use the findings from the research to develop new policies or revise existing ones to address specific challenges encountered in strategy implementation. Such revised policies will in turn benefit NGOs operating in Somalia including potential entrants who may then devise methods of overcoming the specific challenges that they face. This will ultimately assist all the stakeholders to achieve their respective strategic objectives.

REFERENCES

Aaltonen, P. & Ikavalko, H. (2010). *Implementing strategies successfully.* Harlow: Prentice Hall Education.

Abdi, M. & Johnson, V. (2014). *Mapping Somali civil society.* Nairobi: Oxfam Novib.

Ackermann, F. & Collin, E. (2004). Making strategy. *The Journey of Strategic Management*. New Delhi: Sage Publishing Company.

Abdilahi, D. (1995). *Somaliland NGOs, challenges and opportunities*. Catholic Institute for International Relations. Retrieved from www.progressio.org.uk on 25/06/2016.

Adirondack, S. (2008). *Just about managing? Effective management for voluntary organizations and community groups.* London: Voluntary Service Council.

Ainuddin, R. A. Beamish, P. W. Hulland, J. S. & Rouse, M. J. (2007). Resource attributes and firm performance in international joint ventures. *Journal of World Business,* 4 (2), 45-67.

Aisha, M. (2009). *Factors affecting provision of quality healthcare by the Government of Somaliland.* An unpublished MBA project. Hargeisa: University of Hargeisa.

Al-Ghamdi, S. (2009). Obstacles to successful implementation of strategic decisions: The British experience. *European Business Review*, 98 (6), 322 -327.

Alexander, L. (2015). *Successfully implementing strategic decisions.* Cheltenham: Edward Elgar Publishing.

Allio, M. K. (2009). A short, practical guide to implementing strategy. *Journal of Business Strategy,* 26, 12-21.

Andersen, M A. (2013). *The theoretical development of strategy development*. An unpublished master thesis. Copenhagen: Copenhagen Business School.

Andrews, K. R. (1971). *The concept of corporate strategy.* Homewood, 111: Dow-Jones-Irwin.

Ansoff, H. I. (1965). *Corporate strategy.* New York: McGraw-Hill.

Atkinson, H. (2008). *Strategy implementation: A role for the balanced scorecard,* Upper Saddle River, NJ: Prentice Hall.

Backoff, R. & Nutt, P. (2008). *A process for strategic management with application for the non-profit organization, in strategic planning: Threats and opportunities for planners:* Chicago*:* Planners Press.

Barry, B. (2008). *Strategic planning in a non-profit organization: model cities health center in strategic planning: threats and opportunities for planners.* Chicago: Planners Press.

Branczik, F. (2015). *Humanitarian aid and development assistance.* Cheltenham: McGraw-Hill.

Brinkschroder, C. (2014) *Strategy implementation: Key Factors, Challenges and Solutions.* Unpublished MBA Thesis. Twente: University of Twente.

Cater, T. & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies,* 15(3), 207-236.

Cooper, D. R. & Schindler, P. S. (2001). *Business research methods.* 6th ed. Cheltenham: McGraw-Hill.

Covey, S. (2011). *Principle centered leadership.* London: Simon and Schuster.

Crosby, B. (2011). *Strategic planning and strategic management: What are they and how are they different.* Upper Saddle River, NJ: Prentice Hall.

David, F. R. (2009). *Strategic management: Concepts and cases*, *10th ed.* Prentice Hall, Pearson Education International.

David, F.R. (2011). *Strategic management: Concepts and cases.* New Jersey: Pearson Education.

De Kluyver, C. & Pearce, J. II (2010). *Strategy – a view from the top.* Upper Saddle River, NJ: Prentice Hall.

Dekhane, M. (2014). *Strategy implementation challenges.* New York, NY: The Free Press.

Egelhoff, W.G. (2008). *Sloan management review*. Harlow: Prentice Hall Education.

Elwak, R. (2013). *Challenges of strategy implementation at Mazars Kenya.* An unpublished MBA project. Nairobi: University of Nairobi.

Feurer, R., Chaharbaghi, K. & Wargin, J. (1995). *Analysis of strategy formulation and implementation at Hewlett-Packard.* Delhi: New Age International Publishers.

Flack, P. (2014). *Strategy Determines Structure.* Washington D.C: PACT Publications.

Fowler, A. (2011). *Striking a balance: A guide to enhancing the effectiveness of non-governmental organizations in international development.* London: Earthscan.

Gariyo, Z. (2009). NGOs and development in *East Africa: A view from below in Non-Governmental Organizations – Performance and accountability: Beyond the magic bullet.* London: Earthscan.

Hammond, L. & Vaughan-Lee, H. (2012). *Humanitarian space in Somalia: A scarce commodity.* London: Overseas Development Institute.

Hannagan, T. (2012). *Mastering strategic management*, 1sted. London: Palgrave Publishers.

Herbiniak, L. G. (2010). *Obstacles to effective strategy implementation. Organizational dynamics.* Berkeley: University of California Press.

Higgins, J. M. (2010). The eight 'S's of successful strategy execution. *Journal of Change Management*, 5(1), 3-13.

Hitt, M. A., Ireland, R.D. & Hoskisson, R.E. (2005). *Strategic management.* Ohio South: Western Publishers.

Johansson, J. & Nonaka, I. (2009). *Relentless: The Japanese way of marketing.* Oxford: Butterworth Heinemann.

Khairuddin, H. M. (2010). *Strategic management*. Singapore: Thomson Learning.

Kothari, C.R. (2004). *Research methodology: Methods and techniques*. Delhi: New Age International Publishers.

Lawson, M. (2010). *The current context of the Malawian NGO sector.* Blantyre: Unpublished Report.

Lynch, R. (2000). *Corporate strategy* (2nd ed.): Harlow: Prentice Hall.

Lynch, R. (2009). *Strategic Management (Previously Corporate Strategy)*. Harlow: Prentice Hall Education.

Malunga, C. (2007). *Understanding organizational sustainability through African proverbs.* Washington D.C: PACT Publications.

Markay, B. (2008). *Non-Governmental organizations in development: Search for a new vision.* Kathmandu: Center for development and governance.

Ngechu, M. (2004). *Understanding the research process and method.* University, Starbright Services Ltd.

Ng'ethe, A. (2012). *Why Organizations struggle with executing their strategies*? Msafiri (Kenya Airways In-flight Magazine), 50, 7–10.

Ngonze, P.M (2011). *Factors influencing strategy implementation at the Cooperative Bank of Kenya*. An unpublished MBA project. Nairobi: University of Nairobi.

Nutt, P.C. (2007). Contingency approaches applied to the implementation of strategic decisions. *International Journal of Business,* 6 (1).

Oanda, V. (2013). *Challenges of online service strategy implementation at Kenya Revenue Authority.* An unpublished MBA project. Nairobi: University of Nairobi.

Obura, D. (2013). *Challenges of strategy implementation in private security companies in Kenya.* An unpublished MBA project. Nairobi: University of Nairobi

Ochanda, R.A. (2005). *Challenges of strategy implementation at Kenya industrial estates limited.* An unpublished MBA project. Nairobi. University of Nairobi.

Ogusenye, B. (1997). The voluntary sector and sustainable development in Africa: NGO dilemmas, *NGO File Series No.1.*

Okumus, F. (2007). A framework to implement strategies in organizations. *Management Decision,* 41(9), 871-882

Onyancha, L. (2012). *The relationship between foreign exchange fluctuations and balance of trade in Keny*a. Unpublished MBA thesis. Nairobi: University of Nairobi.

Olson, E., Slater, S. & Hult, G. T. M. (2012). The performance implications of fit among business strategy, marketing organization structure, and strategic behavior. *Journal of Marketing,* 69 (3), 49-65.

Pamela, L. (2010). *Challenges of implementing strategic Plan at Mumias Sugar Company Limited.* Kenya. Unpublished MBA Thesis. Nairobi: University of Nairobi.

Patel, L. (2010). *The Master strategist: Power, purpose and principle.* London: Arrow Books.

Pearce, J. & Robinson, R. B. (2011), *Strategic management, formulation, implementation and control.* New York: McGraw -Hill.

Polit, D., Beck, C. & Hungler, B. (2005). *Essentials of nursing research methods, appraisals and utilisation. 5th ed.* Philadelphia: Lippincot Williams and Wilkins.

Porter, M. E. (1981). The contributions of industrial organization to strategic management. *Academy of Management Review*, 6(4), 609-620.

Porter, M. E. (1985). *Competitive advantage – creating and sustaining superior performance,* New York. NY: The Free Press.

Reid, D. M. (2011). Operationalizing strategic planning. *Strategic Management Journal*, 10, 553-567.

Robson, W. (2007). *Strategic management and information systems.* Edinburgh: Prentice Hall.

Saunders, M., Lewis P. & Thornhill, A. (2008). *Research methods in business students.* Harlow: Prentice Hall.

Shamoo, A. E., & Resnik, B. R. (2007). *Responsible conduct of research.* Oxford: Oxford University Press.

Sterling, J. (2009). *Translating strategy into effective implementation: Dispelling the myths and highlighting what works. Strategy and leadership.* London: Palgrave Publishers.

Suzuki, N. (1998). *Inside NGOs: Learning to manage conflicts between headquarters and field offices.* London: IT Publications.

Thaw, D. & Petersen, R. (2010). *How are you managing organizational change?* Durban: Olive Publications.

Thompson, A. Jr. & Strickland, A. III. (2013). Stra*tegic management-concepts and cases,* 13th ed. Chicago IL: McGraw-Hill/Irwin.

Welman, K. & Mitchell, H. (2006). *Research methodology.* Oxford: University Press, Southern Africa.

Yang, L. (2009). *Making strategy work.* Harlow: Prentice Hall.

APPENDICES

APPENDIX I: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE........................

TO WHOM IT MAY CONCERN

The bearer of this letter ... BENEDICT   KEYA ....

Registration No... D61/76531/2012 ....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

26 SEPT 2016
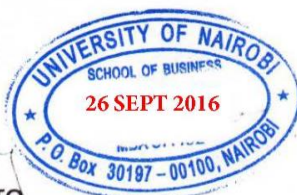
PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: QUESTIONNAIRE

A: General Information and NGO Profile.

1. Name of Organization: _____

2. Name of Respondent (Optional)_____

3. Which level do you serve in your organization?

   A. Top management level

   B. Middle management level

   C. Supervisory level

   D. Other (Please Specify) _____

4. How long has your organization operated in Somalia?

   A. Less than 1 year

   B. 1-5 years

   C. 6-10 years

   D. 11-15 years

   E. Over 15 years

5. a) Does your organization have a formal strategic plan? Yes ( ) No ( )

   b) If yes, how many years does it cover?

   A. 1-3 years

   B. 4-6 years

   C. More than 6 years

   D. Other (Please Specify) _____

B: Challenges of Strategy implementation

The following statements are known to pose challenges to strategy implementation. Please indicate by way of tick how frequently they affect implementation of strategy in your organization.

	Extent of the Problem				
Potential Strategy Implementatio n Problems	Never	Seldom	Occasionally	Frequently	Always
Civil war and terrorism					
Environmental Uncertainty- issues coming up that had not been identified earlier					
Inadequate funding					
Lack of capacity by employees					
Poorly defined implementation tasks and activities					
Organizational culture, beliefs					

	Extent of the Problem				
Potential Strategy Implementation Problems	Never	Seldom	Occasionally	Frequently	Always
and values					
Resistance to change by employees					
Strategic goals not understood by employees					
Government interference					
Lack of a proper regulatory framework					
Lack of commitment by stake holders					
Little of no feedback on progress					
Poor monitoring of strategy implementation					

	Extent of the Problem				
Potential Strategy Implementatio n Problems	Never	Seldom	Occasionally	Frequently	Always
Employee turnover e.g. proponents of the strategic decision exiting during implementation					
Inadequate reward or incentive to employees implementing the strategy					
Lack of a feeling of "ownership" of the strategy by employees					
Key formulators of the strategy not playing a role in implementation					
Poorly defined					

	Extent of the Problem				
Potential Strategy Implementatio n Problems	Never	Seldom	Occasionally	Frequently	Always
responsibilities for staff					
Inadequate training to lower level staff.					
Organizational policies that are not in tandem with the strategy being implemented					
Improper fit between the organization's structure and strategy					
Unrealistic time frame to implement the strategy					

THANK YOU

a) **International NGOs**

1. Action Africa Help International (AAH-1)

2. Action Aid International Somaliland (AAIS)

3. Action Contre la Faim

4. Adventist Development Relief Agency (ADRA Somalia)

5. Africa Educational Trust (AET)

6. African Development Solutions (Adeso)

7. Agency for Technical Cooperation and Development (ACTED)

8. Al-Khair Foundation

9. American Friends Service Committee (AFSC)

10. American Refugee Committee - Somalia Programme-(ARC-Somalia)

11. Amref Health Africa

12. ARC Solutions (AS)

13. British Red Cross

14. CARE Somalia

15. Catholic Relief Services (CRS)

16. Centre for Education & Development (CED)

17. Somalia European Committee for Agricultural Training

18. CESVI

19. Christian Aid

20. Commitato Collaborazione Medica (CCM Italy)

21. Commitato Internazionale Per lo Sviluppo Dei Popoli

22. Concern Worldwide Somalia

23. Conflict Dynamics International (CDI)

24. Danish Demining Group (DDG)

25. Danish Refugee Council

26. Development Alternatives Inc (DAI)

27. Diakonia

28. Finn Church Aid (FCA)

29. Gabaldaye

30. German Red Cross (GRC)

31. Gruppo Per Le Relazioni Transculturali (GRT)

32. Horn of Africa Aid and Development Organization

33. Handicap International

34. HISAN-Handicap Initiatives Support and Network

35. International Committee of the Red Cross Somalia Delegation

36. IIDA Women Development Organization

37. Integrated Development Focus

38. International Aid Services- IAS

39. Somali Red Crescent Society

40. International Federation of Red Cross and Red Crescent Societies

41. International Medical Corps-IMC

42. International Republican Institute (IRI)

43. International Rescue Committee (IRC)

44. Internews Somalia

45. Interpeace International Peacebuilding Alliance

46. Intersos

47. Islamic Relief Worldwide -Somalia (IRW)

48. Japan Centre for Conflict prevention(JCCP)

49. Jubbalandese Charity Centre (JCC)

50. Legal Action Worldwide (LAW)

51. Life and Peace Institute (LPI)

52. MEDAIR

53. Medecins du Monde (MdM)

54. Mercy Corps Somalia

55. Mercy USA

56. Mines Advisory Group (MAG)

57. Muslim Aid (MA)

58. National Democratic Institute for International Affairs

59. INSO Somalia

60. Nomadic Assistance for Peace and Development (NAPAD)

61. Nordic International Support Foundation (NIS Foundation)

62. Norwegian Church Aid NCA

63. Norwegian Lutheran Mission East Africa (NLM EA)

64. Norwegian Refugee Council (NRC)

65. One Earth Future Foundation

66. OXFAM GB/NOVIB

67. PACT Somalia

68. Physicians Across Continents

69. Population Service International (PSI)

70. Polish Humanitarian Action (PHA)

71. PSR Finland

72. Progressio

73. Relief International (RI)

74. Rift valley Institute (RVI)

75. Safer World

76. Save the Children International-Somalia

77. Social Life and Agricultural Development Organization (SADO)

78. Solutions for Humanity (SFH)

79. S.O.S Children Villages International

80. Secours Islamic France (SIF)

81. Somalia Relief and Development Actions (SRDA)

82. Somalia Youth Voluntary Group Association (SOYVGA)

83. Solidarites International (SI)

84. STS International Solidarity

85. Swisso Kalmo

86. Tearfund

87. Terra Nuova

88. The African Future (TAF)

89. Trocaire Somalia

90. Tropical Health and Education Trust (THET)

91. VSF -Suisse

92. VSF-Germany

93. Welthungerhilfe (German Agro Action)

94. World Concern Development Organization

95. World Relief Germany

96. World Vision International -Somalia Programme

97. Africa Rural Advancement Organization

b) Local Somali National NGOs

1) African Rural Advancement Organization (ARAO)

2) Agency for peace and Development (APD)

3) Agricultural Development Organization (ADO)

4) Bani Adam

5) CAFDARO

6) Centre for Education and Development (CED)

7) Centre for peace and Democracy (CPD)

8) Dialogue Forenig (DF)

9) Environmental Care Organization (ECO)

10) Family Empowerment and Relief Organization (FERO)

11) Gedo Production and Development Organization

12) Global Youth Advocacy

13) GREDO (Gargaar Relief and Development Organization)

14) Horn of Africa Organization for Protection of Environment and Livelihood (HOPEL)

15) HIJRA Somalia

16) IFTIN Foundation

17) Juba Foundation

18) Kaalo Aid and Development (KAD)

19) KISIMA Peace and Development Organization

20) Nagaad Network

21) New Horizon

22) Observatory of Conflict and Violence Protection (OCVP)

23) ODHA (Organization for Development and Humanitarian Affairs

24) PUNCHAD

25) Rural Education and Agriculture Development Organization

26) Save Somali Women and Children (SSWC)

27) Shaqadoon

28) Somali Aid

29) Somali Journalists for Human   Rights

30) Somali Women Study Centre

31) Somaliland Youth Development and Voluntary Organization (SOYDAVO)

32) Star Media Development Centre

33) TASS Organization

34) Wajir South Development Association

35) Wamo Relief and Rehabilitation Services

36) Zamzam Foundation

Source:

http://www.somaliangoconsortium.org/docs/key/32/2016/14715125 15.pdf **2016.**